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Approved For Release 2002/06/14 : CIA-RDP82-00357R000900080002-7

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EX-100
72-211/5

3 MAY 1972

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Career Service Activities

REFERENCE : Memo dtd 7 Apr 72 to ExDir fr D/Pers, subj: Executive Development

1. In Referent Memorandum I suggested that we could advantageously supplement the PMMP exercise with a one-time questionnaire asking the career services a series of questions about their activities and preferred approaches to problems. Your expressed need for reports on the ways leadership is being developed in the Agency could be met much more readily if we were to gather certain information from all of the career services. The kinds of background information sought in the attached questionnaire also tie in quite closely with the personnel issues listed in the agenda of the Director's Annual Conference in May and with various other topics that you have raised with me in memoranda and oral discussions. As I pondered some of the issues in the agenda of the Conference, it became increasingly apparent that more information is needed about the daily management of our people within the career services as an aid to problem-solving by top management.

2. The informational survey would deal not only with employee development, but also with employee management, communications, career service structures and methods, novel personnel approaches and innovations, administrative flexibilities, and conditions of employment.

3. Since much of the information sought in the questionnaire is not available in statistical form or currently reported up the line, the replies and subsequent analysis should be helpful to the Deputy Directors. The data should assist them in reviewing career activities within their areas, and an Agency summary of the information should be of interest to them in acting upon matters of common concern within the Executive Committee. I am aware that the career service replies will have to be collated in a way that an Agency summary can be prepared, without improperly disclosing information of concern only to a particular Directorate.

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4. If you agree with this proposal, I suggest you advise the Deputies in the Director's Annual Conference of your interest in the survey. In view of the many items on the agenda, I believe a general announcement of its basic purpose and advantages would be sufficient. Following your concurrence, I plan to release the attached questionnaire for completion within 30 days.



Harry B. Fisher
Director of Personnel

STAT

Att

Approved:

W. E. Colby
Executive Director-Comptroller

Date

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